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## EFFECT OF ORGANIZATIONAL CULTURE ON PERFORMANCE MANAGEMENT OF POLYTECHNICS IN NIGERIA

<sup>1</sup>HABU JINGI UMAR <sup>2</sup>DANIEL MARCEL AND <sup>3</sup>ABUBAKAR SAIDU BASHIR

<sup>1</sup>*Department of Office Technology and Management Federal Polytechnic, Mubi Adamawa State Nigeria.* <sup>2</sup> *Abubakar tafawa balewa University, Bauchi, Bauchi State, Nigeria* <sup>3</sup>*Federal Polytechnic, Mubi Adamawa State Nigeria.*

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### ABSTRACT

*The aim of this study was to examine the effect of organizational culture on performance management of federal polytechnics in Nigeria. Specifically, it looks at whether organizational culture (power distance, uncertainty avoidance, masculinity, individualism) has an interceding effect on the Federal polytechnic performance management. Established on the literature review of organizational culture, performance management, the theoretical model for this investigation was formed. The quantitative cross-sectional research was used. A self-controlled survey was utilized to gather information from employee of federal polytechnic in Nigeria. the sample size for the study was 265 employees of Federal Polytechnics in North East, Nigeria. Simple random sampling techniques were to select the employees in the study. In determining the relationship, SPSS version 24 was utilized. Measurable results add to the literature by showing a positive direct effect of uncertainty avoidance and masculinity on Federal polytechnics performance management. While, power distance and individualism shows has no significant effect on performance management of Federal Polytechnics in North East. The results of this study give awareness into Federal Polytechnics in the present unique education setting, concentrating on good organizational as an instrument for improving their performance management. The outcomes can help Federal Polytechnics by giving direction with regards to the organizational culture,*

*on account of its effect on the effective execution of performance management, in this way improving the dimension of performance.*

**Keywords:** *performance management, organizational culture, Federal Polytechnics.*

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## INTRODUCTION

The concept of organizational culture has drawn attention to the long-neglected, subjective or 'soft' side of organizational life. However, many aspects of organizational culture have not received much attention. Instead, emphasis has been placed primarily on the cultural and symbolic aspects that are relevant in an instrumental/pragmatic context. The technical cognitive interest prevails. Culture then is treated as an object of management action. In this regard, Ouchi and Wilkins (1985) note that 'the contemporary student of organizational culture often takes the organization not as a natural solution to deep and universal forces but rather as a rational instrument designed by top management to shape the behaviour of the employees in purposive ways'. Accordingly, much research on corporate culture and organizational symbolism is dominated by a preoccupation with a limited set of meanings, symbols, values, and ideas presumed to be manageable and directly related to effectiveness and performance.

Organizational culture is literally described by many researchers in diverse studies for various measures. According to Nongo (2012), asserted that culture is critical to understanding any society or group. Through the process of socialization individuals bring into groups. Groups have the capacity to shape, influence, and determine group members' outlooks, viewpoints, outputs, attitudes and indeed behaviours. Organizational culture influences on performance and productivity of organization. It gives guidelines for quality of product, punctuality, safety and other factor affecting on environment. Organizational culture is unusual for every organization and it is very problematic to change it. An employee performance based upon the combination of good working skill and work environment. There is need of some sort of motivation to get the good performance from employees. Motivation can come from salaries and

other incentives. Productive work can be created by effective motivation. Employees feel that an organization has made a commitment to them to perform better.

This is in many ways understandable, but there are two major problems following from this emphasis. One is that many aspects of organizational culture are simply disregarded. It seems strange that the (major part of the) literature should generally disregard such values as bureaucratic-‘meritocratic’ hierarchy, unequal distribution of privileges and rewards, a mixture of individualism and conformity, male domination, emphasis on money, economic growth, consumerism, advanced technology, exploitation of nature, and the equation of economic criteria with rationality. Instrumental reason dominates; quantifiable values and the optimization of means for the attainment of pre-given ends define rationality (Horkheimer and Adorno, 1947; Marcuse, 1964). Organizational culture calls for considerations that break with some of the assumptions characterizing technical thinking, i.e. the idea that a particular input leads to a predictable effect. This chapter thus shows some problems associated with the use of the term culture that does not take the idea of culture seriously enough and presses the concept into a limited version of the technical cognitive interest. It argues for a ‘softer’ version of this interest as well as for thinking following the other two cognitive interests. Performance Management Practices is the most recent performance management study. It proves that successful organizations realize that performance management is a critical business tool in translating strategy into results. Performance management practices as fundamental human resource management practice support the view that employees and managers benefit from the understanding of organizational culture as a contextual factor.

The present empirical analysis, the Denison theory of organizational culture is employed which focuses on four cultural traits (involvement, consistency, adaptability, and mission) as key determinants of business performance, while Denison theory of organizational culture implicitly explain the cultural traits of organizational performance, Organizational culture and performance relation has been examined by many researchers (Og- bonna & Harris, 2000; Rousseau, 1990; Kotter & Heskett, 1992;

Marcoulides & Heck, 1993), not much research has been done on organizational culture as a contextual factor of performance management (Magee, 2002). Therefore, the purpose of this paper is to determine the effect of components of organizational culture and performance management practices of federal polytechnic in Nigeria.

### **Statement of Research Problem**

Mainstream organizational culture thinking in organizations but also in academia tend to take this for granted. The values and ideas to which organizational culture research pays attention are primarily connected with the means and operations employed to achieve pre-defined and unquestioned goals. A second problem is that subordinating organizational culture thinking to narrowly define instrumental concerns also reduces the potential of culture to aid managerial action.

Recent literature proved that management of human resource in company has become an increasingly important for performance management and business vision achievement. Employees are considered as valuable assets to an organization, which require effective management of these employees in organizations. A lot of research in organizational theory has focused on developed countries; 95 percent and whereas only 5 percent of the studies testing organizational theories are found to be done in developing countries (Arashahi et al., 2005) in spite of the highly dynamic environment. A number of scholars have questioned the applicability of western management practices in developing countries and since long Time it has also been recognized that culture is a main source of deference in performance management practices (Daniels et al., 2004; Piercy et al., 2004). Many researchers (e.g., Denison, Haaland, & Goelzer in Yilmaz, 2008) have called to investigate the phenomenon of organizational culture in deferent cultural context particularly in non-western nations. Although, many researchers had examined the effect of organizational culture on performance management practices, (Ogbonna & Harris, 2000; Magee, 2002; Marcoulides & Heck, 1993; Ko'ér & Heske', 1992; Rousseau, 1990). Not much research has been done on organizational culture as a contextual factor of performance management in federal polytechnic, Nigeria. Therefore the purpose of this study is to determine the effect of

organizational culture on performance management practices. Therefore, this study is indented to fill these gaps.

### **Research Questions**

The following are research questions for the study;

What is the effect of Power distance on performance management practices in federal polytechnic in Nigeria?

How does Uncertainty avoidance affect performance management practices in federal polytechnic in Nigeria?

Is there any effect of Masculinity on performance management practices in federal polytechnic in Nigeria?

What is the effect of Individualism on performance management in federal polytechnic in Nigeria?

### **Research Objectives**

The main objective of the study is to examine the effect of organizational culture on performance management practices. More specifically, it intent to;

examine the effect of Power distance on performance management practices federal polytechnic in Nigeria.

assess the effect Uncertainty avoidance on performance management practices in federal polytechnic in Nigeria.

evaluate the effect of Masculinity on performance management practices in federal polytechnic in Nigeria.

examine the effect of Individualism on performance management in Adama Beverages.

### **Hypotheses for the study**

The following are hypotheses developed for the study;

H<sub>01</sub>:- Power distance has no significant effect on performance management practices in Adama Beverages.

H<sub>02</sub>:- Uncertainty avoidance has no significant effect on performance management practices in Adama Beverages.

H<sub>03</sub>:- Masculinity has no significant effect on performance management practices in Adama Beverages.

H0<sub>4</sub>:- Individualism has no significant effect on performance management in Adama Beverages.

## **LITERATURE REVIEW**

### **Organizational Culture**

Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011). Morgan (1997) views organizational culture as the collection of traditions, values, beliefs, policies and attitudes that constitute a pervasive context for everything one does and thinks in an organization. Collins and Porras (2000) opined that organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organizations. They believe that this shared meaning consists of seven key characteristics: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability. Organizational culture has the potential to enhance organizational performance, employee job satisfaction and a sense of certainty about problem solving (Kotter, 2012). If it becomes incongruent with the changing expectations of internal/external stakeholders, the organization's effectiveness can decline (Ernst, 2001). Organizational culture is either a force for change or a definite barrier to it; hence managers are increasingly challenged with changing an organization's culture to support new ways of accomplishing work.

According to Nelson & Quick, (2011), organizational culture performs four functions: gives members a sense of identity, increases their commitment, reinforces organizational values and serves as a control mechanism for shaping behaviour. It is important to note that leaders shape and reinforce culture by what they pay attention to, how they behave, how they allocate rewards and how they hire and fire individuals. Organizational culture is literally described by many researchers in diverse studies for various measures. According to Nongo (2012) asserted that culture is critical to understanding any society or group. Through the process of socialization individuals bring into groups. Groups have the capacity to shape, influence, and determine group members' outlooks, viewpoints, outputs, attitudes

and indeed behaviours. Organizations are created to solve societal problems. So that organizations employ individuals to assist them in the task of solving their assigned societal problems. However the behavioural border among organizational members creates a pattern of behaviours, values and attitudes that can be distinguished, isolated and identified as strange organizational culture.

### **Dimension of Organizational Culture**

According to Hofstede's (1980) The four dimensions of organizational culture were as followed:

**Power distance:** It is defined as degree of employee and management behaviour that have been based upon perfect relationship between formal and informal set of planning action.

**Individualism:** In this dimension difference between organization interest and self interest have perfectly been matched.

**Uncertainty avoidance:** The uncertainty and ambiguity based upon tolerance helps in mitigating willingness of people.

**Masculinity:** It comes in avoidance of caring and promotion rather than level of success based upon challenges, insolence and ambition.

### **Performance Management**

Performance management is a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors (Armstrong and Baron, 1998). It supports the rationale that people and not capital provide organizations with a competitive advantage (Reynolds & Ablett, 1998). The purpose of performance management is to transform the raw potential of human resource into performance by removing intermediate barriers as well as motivating and rejuvenating the human resource (Kandula, 2006). Competitive capacity of organization can be increased by building strong people and effectively managing and developing people (Cabrera & Banache, 1999) which is in essence performance management.

## **Organizational Culture and Performance Management**

According to Kandula (2006) the key to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual perform and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Therefore organizational culture has an active and direct role in performance management. Murphy and Cleveland (1995) believe that research on culture will contribute to the understanding of performance management. Magee (2002) contends that without considering the impact of organizational culture, organizational practices such as performance management could be counterproductive because the two are interdependent and change in one will impact the other.

Denison (1984) studied 34 Americans cultural performance on basis of characteristics that helps in improving performance over time. The culture and performance have been interrelated to each other based upon perfect association between business processes (Reichers and Schneider, 1990). The culture construct based upon operational complexity have its basis towards different business processes. In more than 200 organizations economic and long term performance have been investigated (Kotter and Heskett, 1992).

Many researchers investigated the relationship between organizational culture and performance. Lunenburg (2011) investigated the relationship between organizational culture and performance and stated that organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace.

## **Theoretical Review/Model**

The study of theories of organizational culture is often difficult due to the lack of concrete evidence on various cultures. A shared understanding of organizational culture is one of the different theories among private and public sector organizations. Individuals in a company often hire like-minded individuals in order to promote a specific, well-defined purpose.

This allows the business or organization to have a singular focus in terms of Performance. Theories on organizational culture typically have different overall corporate mind-sets, such as ethics, profits, or philanthropy. The shared characteristics only change through time when hiring managers replace older workers. Ojo (2008).

### **Schein's theory of organizational culture**

Schein's model of organizational culture is not only one of the most cited culture models but also one that serves a high degree of abstraction and complexity reduction. It mainly consists of three domains: basic underlying assumptions, espoused values, and artefacts. She distinguishes between observable and unobservable elements of culture. It therefore becomes clear that there is a certain hierarchy between these domains. Visible behaviour influences and is influenced by unobservable assumptions through rules, stand. Artifacts are the surface level of an organizational culture, tangible, easily seen and felt manifestations such products, physical environment, language, technology, clothing, myths and stories, published values, rituals and ceremonies, etc. Espoused beliefs and values are the next level of organizational culture, including strategies, goals, shared perceptions, shared assumptions, norms, beliefs and values instilled by founders and leaders.

### **The Denison's Model of Culture**

The values and beliefs of an organisation give rise to a set of management practices, which are concrete activities usually rooted in the values of the organisation. These activities stem from and reinforce the dominant values and beliefs of the organisation. The model posits that there are four key cultural traits: involvement, consistency, adaptability and mission.

Involvement is the degree to which individuals at all levels of the organization are engaged in pursuit of the mission and work in a collaborative manner to fulfil organizational objectives. This trait consists of building human capability, ownership and responsibility. Organisations empower their people, build their organizations around teams, and develop human capability at all levels (Becker, 1964; Lawler, 1996; Likert, 1961).

## **METHODOLOGY**

This research adopted descriptive survey research design. The population for the study will cover all categories of employees of Adama Beverage, therefore, the total population of the study will be 762 employees of federal polytechnic in North East Nigeria (statistics department, 2016). The sample size of this study was determined using Yamane (1976) formula for determining the sample size. Therefore, the sample size for the study was 265 employees of federal polytechnics in North East Nigeria.

Random sampling technique was used as the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties or characteristics would make it possible for us to generalize such properties. Data collection was obtained through firsthand information that is primary source.

The instrument to be used for data collection was structured questionnaire. The scale of response on the questionnaire was strongly Agree, Agree, Undecided, Disagree to Strongly Disagree. The calibrations for the positive items will score 1, 2, 3, 4, and 5. The different motivational factors will be aggregate and the total for each motivational factor was found. Items on the dependent variables (work approach) will also aggregate.

The data will be analyzed using two basic simple analytical tools. The statistical tool was inferential statistics (multiple regression analysis) for analyzing research questions and hypotheses.

## **RESULT AND DISCUSSION**

This section represents the patterns and analysis of results which are relevant to the research questions and hypotheses. This chapter will further elaborate the output of study based on the SPSS software. The final result of the survey was analyzed.

### **Reliability Analysis**

Table 6 below, the results have revealed that the internal reliability of each construct has ranged from 0.838 to 0.906. Alpha Coefficient of 0.6 was set as the minimum criterion. All the construct features are above the minimum criterion as it portrayed an alpha coefficient of 0.714 and above.

Therefore, to preserve content of the questionnaire items, delete not more than 20% of the items that is two items (Esposito, 2002). See table 6 below;

Table 6: Reliability Statistics for each of the variable

No.	Variables	No. of items	Alpha Coefficient
1	Power distance	5	0.838
2	Uncertainty avoidance	5	0.845
3	Masculinity	5	0.848
4	Individualism	5	0.905
5	Performance Management	5	0.906

### Multiple Regressions Analysis

Table 7 provides the summary of the regression model applied in this study. Coefficient of determination explains the extent to which changes in dependent variable can be explained by the change in the independent variables or the percentage of the variation in the dependent variable (performance management) that is explained by all the four independent variables (power distance, uncertainty avoidance, masculinity and individualism). According to the regression model applied in this study on table 7, R. Square value was 0.286 implies that the independent variables studied explain 28.6% of the effect of organizational culture on performance management. This implies that other variables not studied in this research contributed 71.4% variability in performance management. Durbin Watson is between 1.5 and 2.5, for this study it can be assume that the value is within the range of critical criterion that is 1.811 as shown in table 7 below, which indicates that there is no violation of autocolloretion in this study

Table 7: Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.535 <sup>a</sup>	0.286	0.275	5.50011	1.811

a. Predictors: (Constant), INDZ, PD, MSC, UCA

b. Dependent Variable: PM

The ANOVA report or F statistics on table 8 indicated that the overall significance of the regression model applied in this study indicates that,  $p < 0.05$  (Sig. = 0.00) and therefore our model is significant. The F value is 25.796 and the significant level is 0.000.

Table 8: ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3121.412	4	780.353	25.796	0.000 <sup>b</sup>
	Residual	7774.573	257	30.251		
	Total	10895.985	261			

a. Dependent Variable: PM

b. Predictors: (Constant), INDZ, PD, MSC, UCA

However, table below shows the coefficient of the variables which indicated that power distance has  $\beta = -0.025$ ,  $t = -0.397$ ,  $P > 0.05$ , this means power distance has no significant impact on performance management, null hypothesis accepted. However, the negative sign on the figure shows that if there is an impact it will be negative one. This higher the power distance impact the lower the performance management will have in an organization. The second variable is uncertainty avoidance which has the  $\beta = 0.323$ ,  $t = 4.575$ ,  $P < 0.05$  it indicate that there is significant impact of uncertainty avoidance on performance management in an organization, so the null hypothesis is rejected and accept the alternate hypothesis. Masculinity has  $\beta = 0.225$ ,  $t = 3.197$ ,  $P < 0.05$  this shows that Masculinity has significant impact on performance management, therefore, accept the null hypothesis, Individualism indicated that  $\beta = 0.109$ ,  $t = 1.760$ ,  $P > 0.05$  this indicated that there is no significant impact of Individualism on performance management, therefore, the null hypothesis is rejected and accept alternate hypothesis. Then the fitted regression model is; Performance management (Y) = 5.140 + -0.043 (power distance) + 0.111 (uncertainty avoidance) + 0.034 (masculinity) + 0.552 (individualism).

Table 9: Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.917	1.236		4.788	0.000	
	PD	-0.032	0.081	-0.025	-0.397	0.691	0.684
	UCA	0.382	0.083	0.323	4.575	0.000	0.559

MSC	0.291	0.091	0.225	3.197	0.002	0.559	<b>1.790</b>
INDZ	0.121	0.069	0.109	1.760	0.080	0.728	<b>1.373</b>

a. Dependent Variable: PM

**Note:**-PD = power distance, UCA = uncertainty avoidance, MSC = masculinity, INDZ = individualism

### Findings

H0<sub>1</sub>: There is significant impact of power distance on performance management. Based on Table 9, the significant value of power distance 0.691, which is above the p-value of 0.05. This can be concluded that power distance has no significant impact on performance management, so null hypothesis (H<sub>1</sub>) is supported.

H0<sub>2</sub>: There is significant impact of uncertainty avoidance on performance management. Based on Table 9, the significant value of uncertainty avoidance has 0.000, which is less the p-value of 0.05. This can be concluded that uncertainty avoidance has significant impact on performance management, so H<sub>2</sub> is not supported.

H0<sub>3</sub>: Masculinity has no significant impact on performance management. Based on Table 9, the significant value of Masculinity is 0.002, which is less than p-value of 0.05. This can be concluded that Masculinity has significant impact on performance management, so, H<sub>3</sub> is not supported.

H4<sub>0</sub>: individualism has significant impact on performance management. Based on Table 9, the significant value of individualism is 0.080, which is greater than p-value of 0.05. This can be concluded that individualism has no significant impact on performance management. H<sub>4</sub> is supported.

### Discussion

This study examines four objectives with simple regression, to see the overall impact of organisational culture on performance management. The result indicated that, all the hypothesized impact are significant (p<0.05). Power distance has no significant impact on performance management. The findings of this study are not in line with earlier studies that indicated a relationship between organizational culture and employees' performance. Magee (2002) argued that organizational culture is inherently connected to organizational practices which in turn influence

employees' performance. Hellriegel & Slocum (2009) contend that organizational culture can enhance employees' performance if what sustains it can be understood. Thus, the culture of an organization acquaints employees with the firm's history as well as current methods of operation that guide employees on expected and acceptable future organizational behaviors and norms. Some theoretical models assert that effective human resource system is based on supporting values, that create a positive impact on employees' attitudes and behaviors which in turn influence their performance (Ferris et al., 1998). From numerous "culture surveys" it has been claimed that employee performance can be improved by developing and creating certain kinds of organizational cultures (Sackman and Bertelsman, 2006 and Denison, 1990,).

Martin and Siehl (1990) argued that organizational culture is theoretically related to performance and have positive influence on it. Bowen and Ostroff (1989) observed the role of culture in nurturing, sustaining and enhancing employees' performance in organizations. The is in line with study of An earlier study by O'Reilly et al (1991) has shown that the fit between individual's preferences for a particular culture and the culture of the organization the person joins is closely related to commitment, satisfaction and turnover. The type of culture that an organization develops is also influenced by the working environment itself and the way people communicate to each other (Denison et al. 2004). The point of extension of miscommunication between an organization's different cultures may affect in a negative way the organizational learning (Schein 1996).

Uncertainty avoidance has significant impact on performance management the study is in line with the studies of Kopelmal et al. (1990) observed that organizational culture aids coordination of assignments and minimizes inefficiency in resource utilization. Employees need a supportive organizational culture to attain their individual objectives.

According to Furnham and Gunter (1993), organizational culture functions as the internal integration and coordination between a firm's operations and its employees, where it fails to fulfill these functions to a satisfactory level, employees may be influenced negatively. A positive culture supports adaptation and enhances employees' performance by motivating, shaping and channeling their behaviors towards the attainment of corporate

objectives (Daft, 2010). A firm's mission reflects its ultimate long term objective which is accomplished by conducting integrated operational and behavioral activities. A firm's performance improves if it has a clear sense of purpose and commitment towards its mission. Academics and practitioners argue that the performance of an organization is dependent on the degree to which the values of its are widely shared (Kotter and Heskett, 1992).

Masculinity has significant impact on performance management, so, H<sub>3</sub> is not supported. By defining the culture of an organization, the strong and weak points can be detected. The knowledge of what culture the employees experience to what they desire to be, assists to set new internal marketing strategies that will inspire the employees to achieve the goals of the institution (Wasmer and Brunner II 1991).

Individualism has no significant impact on performance management. H<sub>4</sub> is supported. This study is in line with the study Terziovski (2002) found that leadership, people management issues, and customer focus are characteristics of high performing and best performing organisations. Szejczewski et al. (2003) did a systematic comparison of manufacturing companies in Italy and the UK. They found significant differences in the area of people management with implications for both researchers and managers.

## **Conclusions**

The preceding discussion has shown that organizational culture is the basic pattern of shared assumptions, values and beliefs that govern behavior within a particular organization. Throughout the discussion, it was evident that organizational culture is pervasive and powerful. For corporate leaders, it is either a force for change or an insurmountable barrier to it. For employees, it is either the glue that bonds people together or the force that drives them away from the organization. In short, culture is a set of values and beliefs for which individuals are equipped with cultural tools to understand, interpret, and utilize the cultural symbols they are presented with in the everyday world. It was also shown that different forms of organizational culture are appropriate to different business environments. Using Goffee and Gareth's Double S Cube, I tried to show the effect of

organizational culture on employees' behavior and attitude. However, I barely scratched the surface. This is one area of organizational culture that needs further studies. Most researches have focused on the relationships of culture and performance and not on culture's effect on employee behavior and attitude. It is a contention of this paper that organizational culture, acting through norms and organizational belief systems, Impact of organizational culture is an important determinant of employee's behavior and attitude at the workplace.

### **Recommendation**

It appears, based on the current and previously existing findings on culture in regard to organizational culture and performance management, that there is much work to be done to create congruency between these variables and their evidence in daily practice within of Adma Beverages coupled with the review of the literature, certain recommendations evolved from the findings of this study that may provide useful insight to the management of of Adma Beverages. These recommendations include:

1. This study recommended that management ought to consistently measure and evaluate the satisfaction and commitment of employees, to reinforce ideal organisation values, and climate that will enhance and maintain high performance of from the employees.
2. There should be training for managers and employees on some principles that are important for effective productivity.
3. Employees should be effectively motivated, economic rewards must not be offered alone, but recognition and opportunities for realizing various individual goal and aspirations must be created.
4. Top management should create enabling environment and rules for both leaders and subordinates to carry out activities together as this will give all employee/members sense of belonging and hence increases their performance.
5. Utilize the collective themes found in this study as a framework of evaluating individual concepts by reviewing and developing plans to reduce the currently existing gaps striving towards overall performance.

2. Management of Adma Beverages should reflect on current ways of communicating and devise strategies to enhance effective communications across all levels of the organization, specifically the construction of messages aligning performance of employees and organisation values.

### Suggestion for further study

This study focused on 4 objectives as discussed above, other proposed research should focus on

1. Other factors that affect performance management as the studies factors only contribute 28.6 % of factors that affect performance management,
2. More culture attributes and the effects it has to the employee and the organisations performance at large and
3. Other important variables like different types of culture and wider scope of the culture variables to determine their effect on employees' performance

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